

Logistics:

- Room setup:
 - Tables with chairs around them,
 - Wall space to stick post-its and posters
 - Before the session, have set up five bins (these can be boxes, buckets, jars, etc.) to the side of the front of the room.
 - Label 3 of these jars with likely categories of challenges, such as “GLAM,” “Education,” and “Active Editors.”
 - Label the other 2 with post-it notes with question marks. Participants can define additional categories if they feel their challenge doesn’t fit into the first three.
 - Put post-its by the door
 - As they come in, ask people to write down the biggest challenge to their biggest goal in outreach this year (on the post-it notes you left by the door) and add it to a bin.
- Materials needed
 - AV equipment for slides
 - Post-its
 - Pens and markers
 - Poster paper
 - Five cups or bins large enough to shuffle and pull post-its from

CREATIVE PROGRAM DESIGN

October 11, 2015
Amanda Bittaker
Learning & Evaluation
Wikimedia Foundation

Key Points:

- Welcome and thank you for coming
- Introduce yourself

Logistics:

- Start on time, even if there is only one person in the room.
- Possible icebreakers: If your participants are tense, start with a one-word check-in. Ask them to go around in a circle and state one word on how they are feeling right now. If you have an energetic group, start with a creative icebreaker, such as asking the room, “How would you use a donation of 1,000 ping pong balls?” or “What do you think the first edit from the moon will be?”

ETHERPAD



https://etherpad.wikimedia.org/p/Creative_Program_Design_wikiconusa_2015

Key Points:

- You can find the slides on commons
- We'll have a lot of pen-and-paper recording in the session, but please add any notes you like to the etherpad
 - It can be a great shared resource after the session.

Logistics:

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WHY CREATIVE PROBLEM SOLVING

Key Points:

- Creative problem solving helps you find solutions or maximize opportunities in ways that haven't been invented or applied yet.

Logistics:

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STRUCTURED THOUGHT PROCESS

Highly creative people do this in their heads without thinking about it.

- Creativity is dedication as well as inspiration
- For example, Isaac Newton discovering the theory of gravity
- Structured thought process
 - breaking down a problem
 - generating ideas
 - evaluating those ideas
 - helps us find our most creative solutions.
- Highly creative people do this already.



Key Points:

- Participatory group decision making
 - Allows us to collaborate with stakeholders in a program
 - Allows us to be more creative by bouncing and building ideas off each other

Logistics:

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PURPOSE OF THE SESSION

For participants to learn a collaborative creative problem solving process and apply it to program design.

After this session you will:

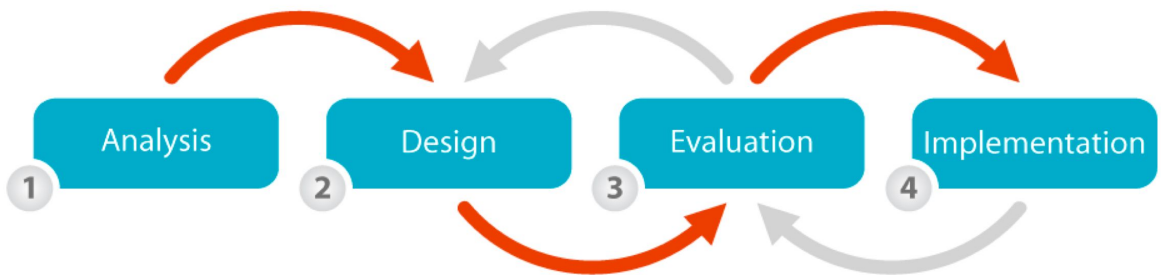
- Own a process for consensus-driven problem solving.
- Know three techniques for collaborative brainstorming and idea sharing.
- Leave with a draft solution to a challenge in achieving your outreach goal.

Key Points:

- Personally, if each of you leave today knowing how to target a challenge and brainstorm a solution, I'll have achieved my goal.

Logistics:

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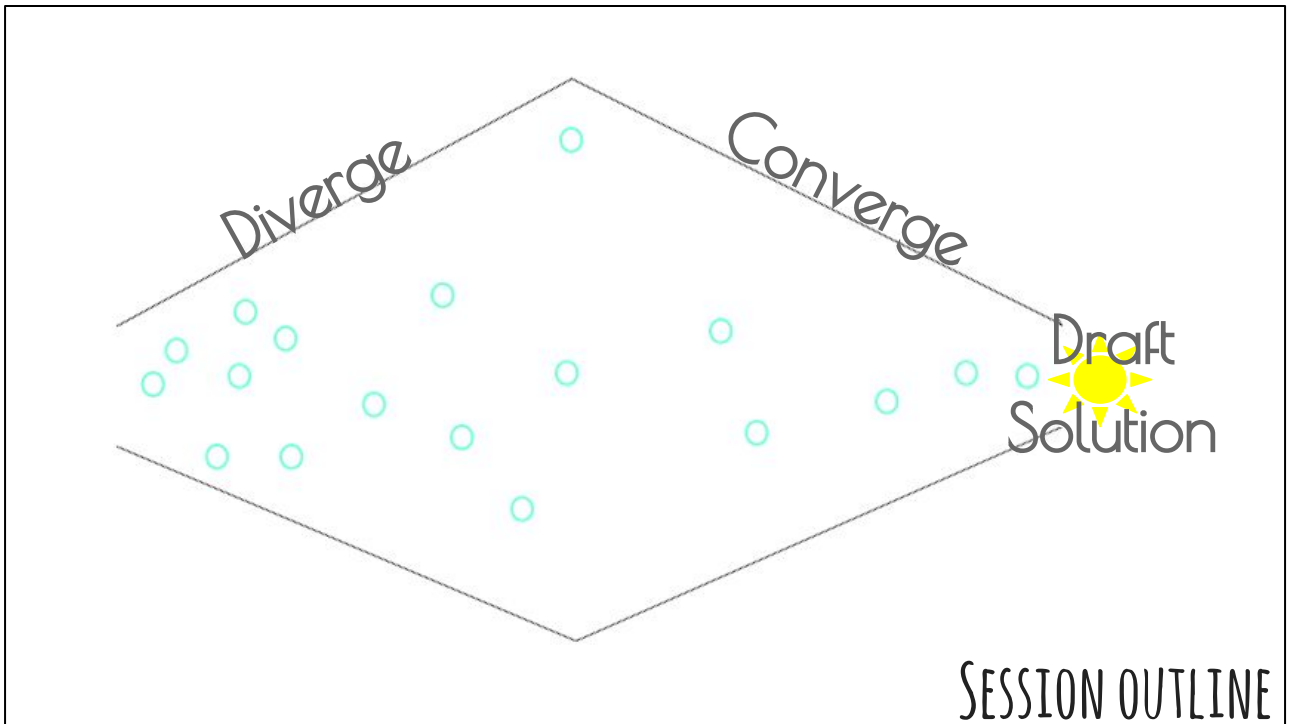
PROGRAM DESIGN CYCLE

Key Points:

- Situations where this applies.
 - Choosing a program.
 - A program didn't work like we wanted it to.
 - Or maybe you are in the design phase but stuck on one issue:
 - the setup of a venue for an event,
 - the way to follow up with new editors who joined your program

Logistics:

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Key Points:

- There is a process for creative problem solving where we
 - diverge, thinking of all possible ideas
 - converge, grouping ideas and finding themes
 - find solution
- We will follow each of these steps: diverge, converge, and choosing a solution; then share our solutions at the end

Logistics:

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DEFINING THE CHALLENGE

Key Points:

- I hope everyone who wanted to added a challenge to one of the bins [to the side of the front of the room.]
 - If not, you can add one now

Logistics:

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CHALLENGE STATEMENTS SHOULD FOCUS ON ONE ISSUE

How do I get more volunteers and encourage them to volunteer more?



How do I get more volunteers?

How do I encourage volunteers to volunteer more?

Key Points:

- Challenge statements **SHOULD** be concise and focus on one issue.
 - For example “How do I get more volunteers and encourage them to volunteer more?” should be broken into “How do I get more volunteers?” and “How do I encourage volunteers to volunteer more?”

Logistics:

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SHOULD NOT INCLUDE MORE THAN ONE CRITERIA

How do I attract additional volunteers that are more experienced?



How do I get additional volunteers?

How do I attract experienced volunteers?

Key Points:

- Challenge statements **SHOULD NOT** include more than one criteria
 - Because it narrows possibilities and stifles the creative process.
 - “How do I attract additional volunteers that are more experienced?” should just be “How do I attract additional volunteers?” or “How do I attract experienced volunteers?”

Logistics:



SHOULD NOT MAKE JUDGEMENTS



Key Points:

- Also avoid making judgements. “How do I attract good volunteers?” includes only the judgement and no criteria for success.
- Often the challenge statement is the hardest part of this creative problem solving process.
 - Essential to get this part right.
 - The better your challenge is formulated, the more likely your problem solving process is to succeed

Logistics:

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GROUPS



Key Points:

- We're going to break into groups based on which bin you added your challenge statement.
- *Sort people into groups.*
- Pick an idea or combine ideas to get the challenge you want your group to work on.

Logistics:

- At this slide, sort people into groups of 4-8, depending on how many people added challenges to each bin. (If 9 people put challenges in 1 bin, make one group of 5 and one group of 4.)

GROUND RULES

1. Be present. Respect the time and contributions of your fellow program leaders.
2. Respect the speaker. One speaker at a time.
3. Headline your thoughts. Be aware of the space you are taking in a conversation.

Key Points:

- We are going to work in our groups now, so there are some key ground rules.
 - These enable us to do our best thinking and get the most out of working with our groups.
- Go over ground rules.

Logistics:

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MISSION: DEFINE YOUR CHALLENGE

1. Challenge should be one concise issue
2. Challenge should not include more than one criteria
3. Once you have your challenge statement, flip it to the stem language: "In what ways might we..."

Key Points:

- You will have 5 minutes to define your challenge
- Once you have a challenge statement, flip it on its head to spark thoughts about solutions, using the stem language, "In what ways might we..."
 - For example, if your challenge is "We cannot provide enough tacos for our volunteers," the solution statement would be "In what ways might we provide enough tacos for our volunteers."
 - Write your solution on a big sticky note and post it on the wall.
- Any questions?

Logistics:

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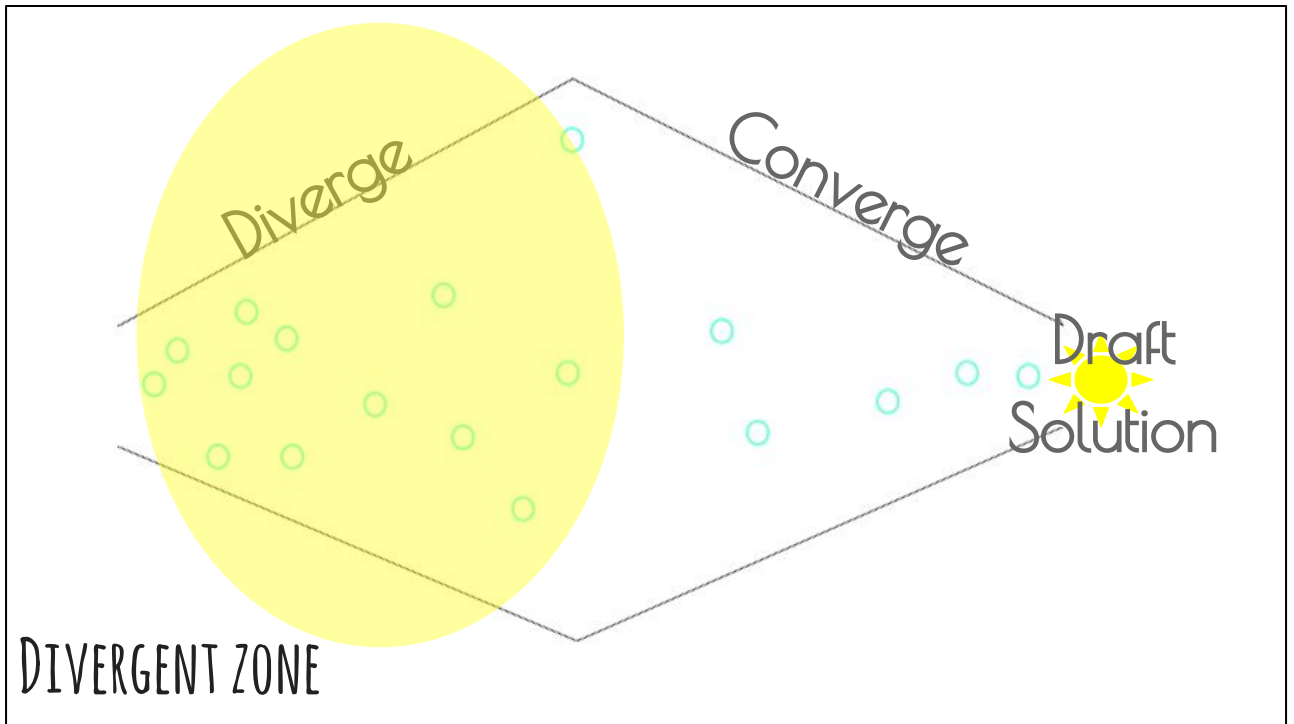
DIVERGE

Key Points:

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Logistics:

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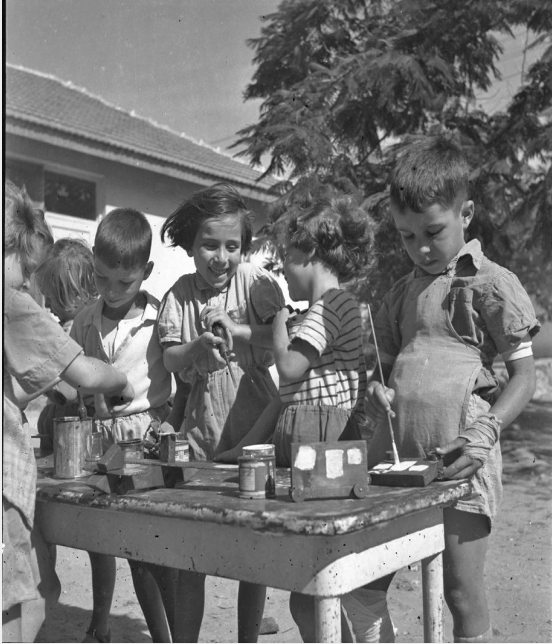


Key Points:

- Now we're in the divergent zone
- Where we create as many ideas as we can, including all the wild and outrageous ones we can think of

Logistics:

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WE LOSE OUR CREATIVITY AS WE GROW

At age 5: 80% of our creative potential

By age 12: Down to 2%

<http://creatingminds.org/articles/age.htm>

Key Points:

- Research shows at age 5, we engage 80% of our creative potential but by the age of 12 we are already down to 2%.
- In order to foster creativity, we need to create a space where you can propose wild and outlandish ideas.
- They might not be *the* solution, in the end, but they help us frame the problem differently and can become part of the solution.

Logistics:

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LOTS OF DIFFERENT WAYS TO DIVERGE

- Write individually
- List people involved and how they may be affected
- Force connections
- Ask open-ended questions
- Go around in a circle and share personal perspectives
- Brainstorm as a group

Key Points:

- Lots of different ways to diverge, all about generating as many ideas as possible.
- Explain different ways to diverge
- Today we will be using brainstorming as a group
- Give simple example of diverging.

Logistics:

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MISSION: DIVERGE

1. Take 3 minutes to write down every possible solution you can think of on post-its
2. Put them up on the wall
3. Look at everyone's ideas
4. Write more solutions

Key Points:

- You will have 5 minutes to diverge
- Any questions?

Logistics:

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WHAT DO WE DO WITH ALL THESE IDEAS?

Key Points:

- So now that we have this wonderful profusion of ideas, it's easy to get lost in the possibilities and not work toward a solution.
- Another danger is latching onto one idea without considering how it could be improved by others.

Logistics:

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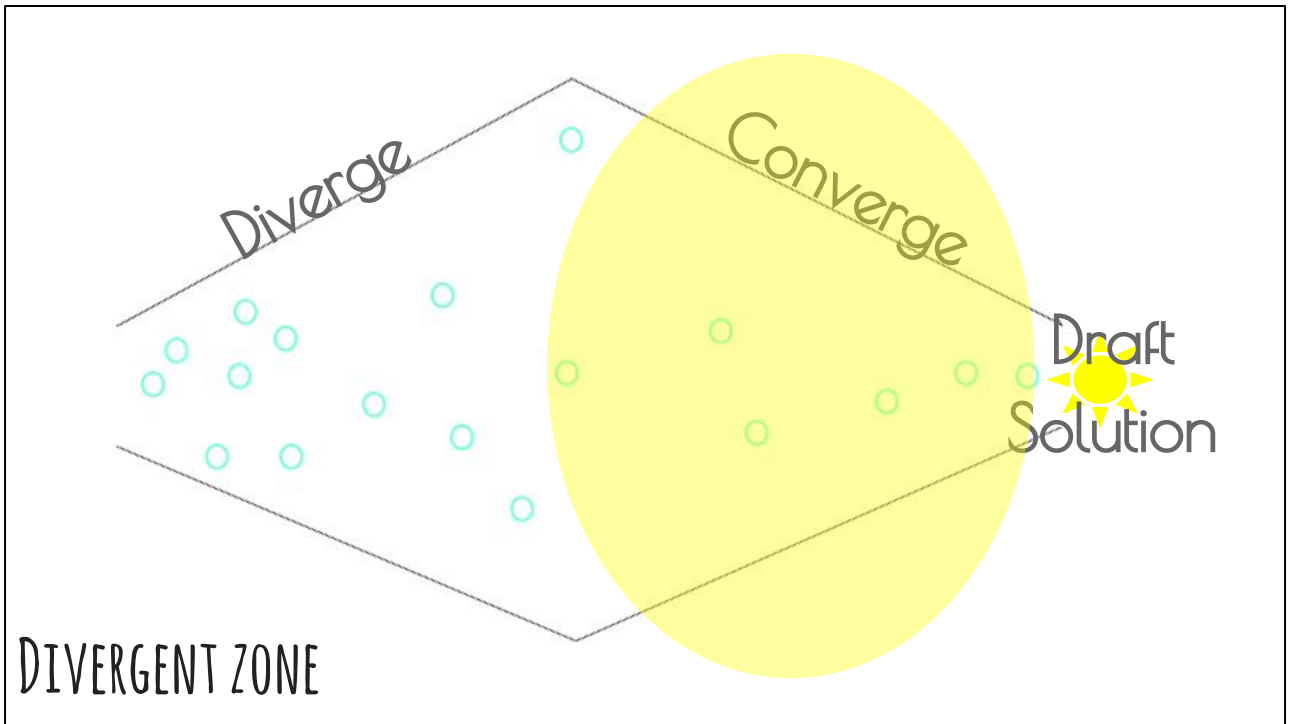
CONVERGE

Key Points:

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Logistics:

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Key Points:

- Now we're in the convergent zone
- Where we start seeing similarities and building themes and design principles
- This process allows us to see the landscape of ideas and create new, stronger solutions from combinations on the board.

Logistics:

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A PROFUSION OF WAYS TO CONVERGE

- Sort cards in order of priority
- List top 5 hits
- Evaluate across several criteria in a matrix
- Bundle ideas
- Unify elements in themes

Key Points:

- Lots of different ways to converge, all about sorting ideas and finding themes.
- Explain different ways to converge
- Today we will bundle ideas and create themes for each bundle in our groups.
- Give simple example of convergent thinking

Logistics:

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MISSION: CONVERGE

1. Take 5 minutes to group post-its
2. Then take 3 minutes to identify themes & insights
3. Write themes and insights on big post-its and post them with their group

Key Points:

- You will have 5 minutes to converge
- Any questions?

Logistics:

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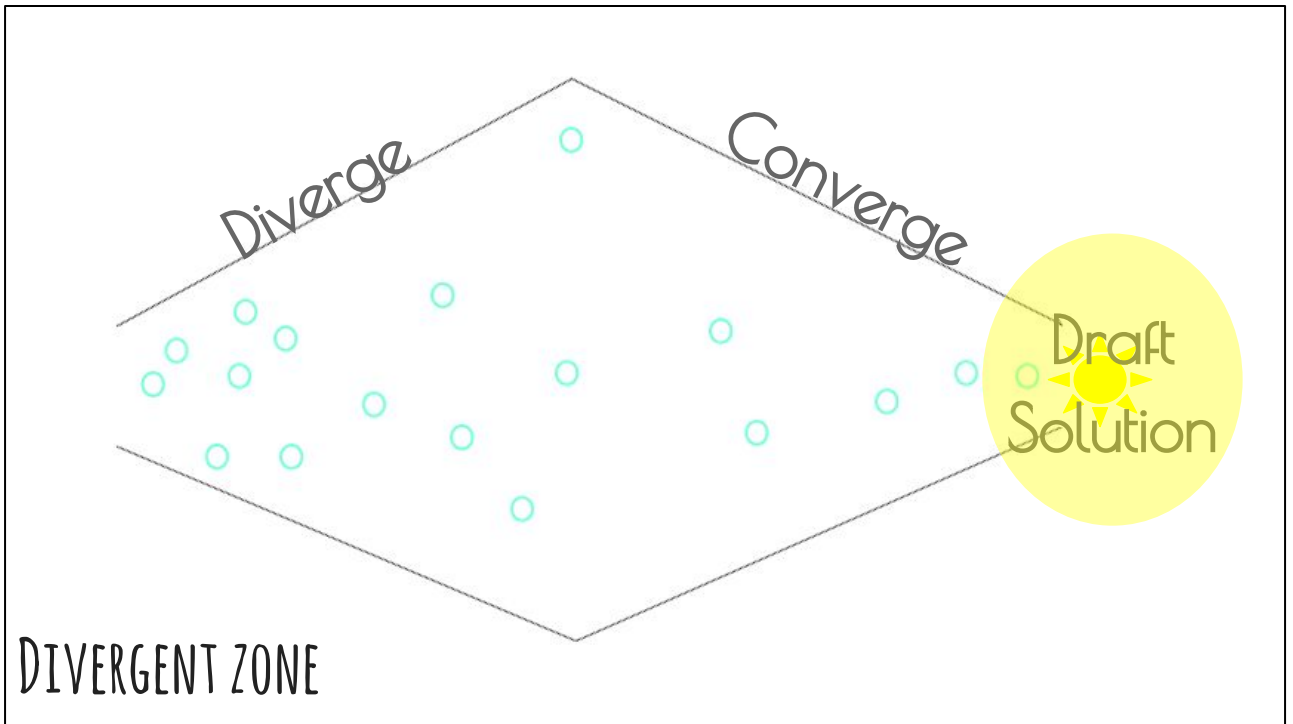
CHOOSE SOLUTION

Key Points:

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Logistics:

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Key Points:

- Here we are in the solution zone

Logistics:

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CHOOSING SOLUTION

It could be **most** content donated for **fewest** content release partnerships, or the **most** new editors joined WikiProjects with the **least** mentor effort.



By Stefan Krause, Germany
(Own work) [FAL], via Wikimedia Commons

Key Points:

- So, what do we do about that?
- We keep in mind explicit selection criteria: both in terms of impact and cost.
- Examples from slide
- I suggest you use, if it applies: choose a solution that achieves your goal using the fewest hours of volunteer time.
- Taco example

Logistics:

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MISSION: CHOOSE SOLUTION

1. Choose most promising solution based on selection criteria
(Possibly fewest volunteer hours.)
2. Draft poster with challenge, solution, and what success looks like.

Key Points:

- You will have 5 minutes to choose solution
- Then 3 minutes to draft poster
- Any questions?

Logistics:

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GALLERY TOUR

Key Points:

- Going to form new groups and tour the posters. A group member that worked on the solution can share about that solution at each poster.

Logistics:

- Form new groups, making sure there is at least one person that worked on any solution in each group. Thus, if one solution only had four people working on it, you can have no more than four new groups.
- If there are several groups, you can have participants mark or put a sticky dot on a solution they would use as they tour the posters.

MISSION: GALLERY TOUR

1. Form tour groups
2. Walk around posters in a circle
3. Person from each group shares their poster
4. Eat cookies
5. Put a sticky dot on a poster if you would use that solution

Key Points:

- Any questions?

Logistics:

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THANK YOU

<https://meta.wikimedia.org/wiki/Grants:Evaluation>
https://meta.wikimedia.org/wiki/Grants:Learning_patterns

RESOURCES & LINKS

WMF Evaluation Portal

<https://meta.wikimedia.org/wiki/Grants:Evaluation>

Idea Lab

<https://meta.wikimedia.org/wiki/Grants:IdeaLab/Ideas>